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10 February 1969

MEMO FOR:

SUBJECT : Items for  Agenda

1. The "Look at Ourselves" exercise has turned up a number of interesting small matters in the R&P area, most of which are procedural and can be dealt with among ourselves here at Headquarters. I will report them for the record after I have had further discussion with the staffs concerned.

2. There are some subjects, however, of much more than local significance and these I suggest for discussion in the forthcoming conference.

a. In the Program Call we have stated that "Placement Division will assume responsibility for development of Advanced Staffing Plans and for translating such plans into in-process targets... forecasts of manpower requirements will be assembled and...expressed in time-phased recruitment and in-process targets for guidance both of recruiters and selecting officers". We should discuss how this is to be done; the interaction among PD, PAD and the operating components; and the change in concept this reflects with respect to setting recruitment goals.

b. We also have stated that we intend to expand PD's capability to conduct a systematic follow-up interview program for professional employees. Ways and means should be discussed, as well as the implications, both policy and procedural, for interaction with managers and supervisors in identifying and resolving assignment problems.

c. I believe the time has come for basic changes in both concept and procedure with respect to putting cases in process. I see little or no prospect of achieving a smooth, manageable personnel in-put system so long as every decision, even an early indication of

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probable interest, depends on a component's estimate of a specific vacancy or vacancies which it will have to fill some six to eighteen months hence. The D/Pers has more experience data than anybody else on the numbers and types of people needed to meet the functional requirements of the Agency. Through the ASP he develops an estimate of organizational requirements. He has overall knowledge of sources, and the seasonal and other factors which affect the availability of candidates. It seems to me that the initial decision to initiate clearance action should be based primarily on these considerations: Whether the qualifications of the applicant are good enough to meet a functional requirement of the Agency; and the number of such applicants who should be in process at any given time to meet estimated organizational requirements; and seasonal or other factors affecting the availability of professional applicants. This decision to put in process could be made in a number of ways, including review of files by a panel, but the action should be initiated by OP. Then, from the pipeline of cases in process, components could make selections and commit slots as their needs materialize. OP, of course, would have to accept the concomitant responsibility to dispose of cases in process which proved to be surplus. Under the circumstances, I suggest that Placement Division could regulate -- or influence, at least -- the continuum of action from development of requirements to ultimate placement, and assure a smoother manpower input flow than at present.

d. The foregoing suggestions aim at strengthening a continuum of action in which the main steps are: determination of requirements; setting recruitment goals; determining in-process goals and initiating clearance actions; effecting placements; conducting follow-up interviews with employees; assisting management in resolving assignment problems. I think we might consider the relationship to these actions of one final step, the exit interview.

3. I can enlarge on these suggestions as necessary, either before or during the conference.

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